

The Corporate Identity Analysis and Recommendation Process ©

A model and a check-list to help describing a corporation's identity situation, defining problems and issues and making a recommendation.

I. Corporate Background Analysis

This Corporate Diagnostic will help you understand what is the corporation's main business strategy.

Review the following and select the items best related to the situation.

Explore management and customers interviews in consumer and business publications; review web/ literature docs, make a field trips to Co's business locations and use MBJ (My best judgment):

- Corporate history & Key dates
- Ownership (public / private capital structure)
- Core activity (focused or unfocused company)
- Business issues: Org. chart, holding, divisions, strategic alliances...
Merger, acquisition, privatization, de-regulation ... Consumer or product driven company... Product / services portfolio
- Stakeholders issues: Consumers and Influencers
- Size relative to major competitors
- Environment (socio, economic, legal...)

II. Relational Network

A management tool devised to track major business/stakeholders issues affecting identity:

- **Business Issues** - key stages of the business process. It describes the issues that affect the organization's identity;
- **Stakeholders Issues** - internal/external identity issues related to the business process. It describes the issues related to the individuals or groups affecting or inter-reacting with the organization's identity.

(Make a chart).

III. Corporate Culture Type*

Define Type: Tribal, Mechanistic, Partnership, Mercenary;
and describe corporate culture as per its values and stereotypes.
Give a sense of how this culture impacts on the corporate identity.

(*) See Web Site – CIM Lectures – « *Management of Change* »

IV. Corporate Strategy Statement

Describe and explain the corporation's current differentiating business strategy based on your background analysis. Remember that this statement will have a bearing on the next topic (Identity Problems and Opportunities).

V. Identity Diagnostic - Problems and Opportunities (P&O)

Based on your Corporate Strategy Statement, review the following items, use them to make your **Identity diagnostic** and define them as either a Problem or an Opportunity (Make a chart):

1. Perform an Identity Acid Test (Explain what is the Gap based on difference between Actual, Communicated, Ideal and Desired Identity)

2. Review Tool Box:

- Mission, vision, values statements
- CI Structure (Mono, Branded, Blended or Combined)
- CI Positioning - Attributes
- CI Vectors (Stores, fleet, stationery...)
- CI System: Basic elements and Brand equity (Name, logo, colours...)
- CI Control: ID Manual and application-specific guidelines

VI. Main Identity Problem and Issues

(Is there **total coherence** between your Corporate Strategy Statement and your Identity Diagnostic? If not what problem is to be addressed as a priority?)

- State the main Identity problem. It may be an aggregate of several problems highlighted in your P&O analysis. Be **concise** in your definition to allow for targeted action;
- State Identity issues to be resolved. (Formulate **questions** to define type of action).

VII. Identity Management Options

(What could be done about the Identity problem using these issues?)

Identify **two** possible sets of actions to address the problem. Use this Tool Box:

- Mission, vision, values, target groups
- CI Structure (Mono, Brand, Blend or Combined)
- CI Positioning (Attributes)
- CI Vectors (Stores, fleet, stationery...)
- CI System: (Basic elements Name, logo, colours...)

Consider also:

- Identity integrity, consistency;
- Identity implementation, commitment, communications;
- Identity manual, control tools (application-specific guidelines).

VIII. Identity Management Recommendation

(Based on your Identity Analysis / Options make a **detailed** recommendation and provide the **rationale** to support it).

- What Option you have chosen and why.
- What are your **criteria** (measurable success indicators)?
- What top **priority** action (s) can be undertaken **now** toward solving the identity problem? Using your Tool Box, list what does not change and explain with more details what you propose to change.

IX. Identity Evolution

(How could the identity evolve in the future, in foreseeable circumstances)
Also consider implementing elements of your recommended Identity Management Option which were not an immediate priority.